CHAPTER 16

PUBLIC AFFAIRS OFFICE OPERATIONS

The previous 15 chapters of this TRAMAN covered the three primary functional areas of the Journalist rating — print journalism, photography and electronic journalism (radio and television). The fourth area, public affairs office operations, is considered a separate entity by many in the rating, yet it often incorporates elements commonly found in the other divisions. For instance, when you prepare a command presentation (explained later), you apply the same knowledge used to write a video news release (covered in Chapter 14).

As a junior journalist, your first public affairs experience will be aboard ship (aircraft carrier, destroyer tender, etc. or at a large shore command. You should be aware that no two public affairs offices are organized the same way, because every command has a different mission, size and public affairs objective. However, most large public affairs offices are divided into the following departments: internal information, media relations, community relations and administration. Figure 16-1 shows a typical public affairs office organization chart.

As you learned in Chapter 1, you may work for a collateral-duty PAO (an officer who has other assignments that are considered primary duties). In this situation, the public affairs office "staff" may consist of you and perhaps a YN3 or civilian secretary. Conversely, a larger public affairs office ashore may have a full-time 1650 PAO (usually a commander or a captain), a JOC or above as LCPO, a JOl or J02 as LPO, and a combination of J03s and JOSNs. There also may be one or two civilian assistants to the PAO handling everything from secretarial duties to media embarks and community relations.

Regardless of the manning situation in place at your command, you soon will realize that every public affairs office brims constantly with activity. Your versatility will be stretched to its maximum potential as you handle a myriad of tasks, including (but not limited to) the following:

- Drafting naval letters
- Maintaining office files

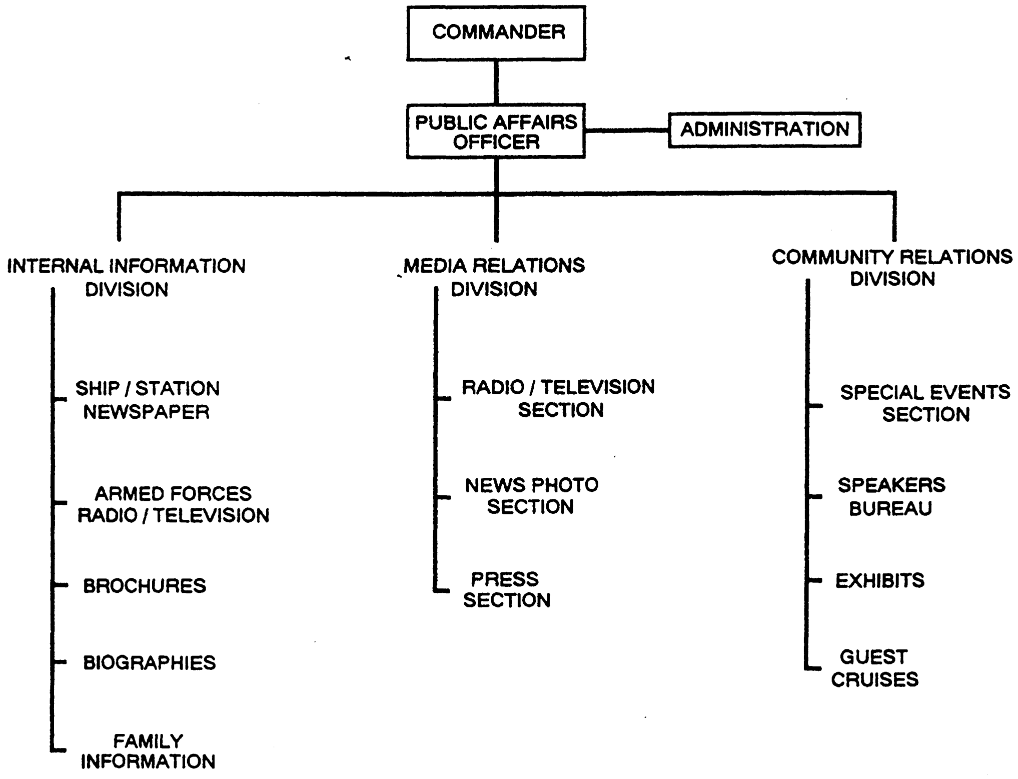
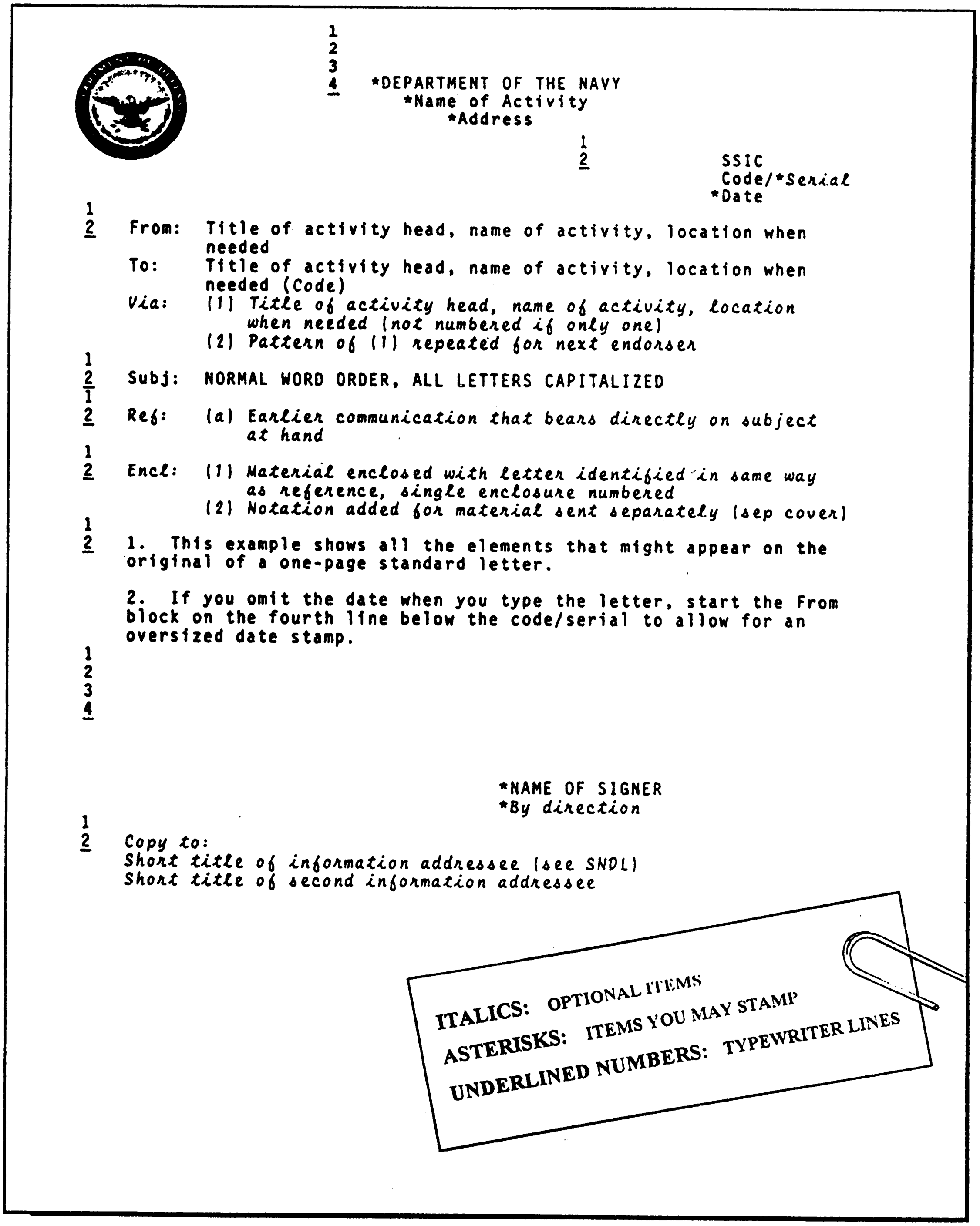

COMMANDER
PUBLIC AFFAIRS OFFICER
ADMINISTRATION
INTERNAL INFORMATION DIVISION
SHIP / STATION NEWSPAPER
ARMED FORCES RADIO / TELEVISION
BROCHURES
BIOGRAPHIES
FAMILY INFORMATION
MEDIA RELATIONS DIVISION
RADIO / TELEVISION SECTION
NEWS PHOTO SECTION
PRESS SECTION
COMMUNITY RELATIONS DIVISION
SPECIAL EVENTS SECTION
SPEAKERS BUREAU
EXHIBITS
GUEST CRUISES

Figure 16-1.—Public affairs office organizational chart (large).



1
2
3
4 *DEPARTMENT OF THE NAVY
*Name of Activity
*Address
1
2 SSIC
Code/*_Serial_
*Date

1
2 From: Title of activity head, name of activity, location when needed
To: Title of activity head, name of activity, location when needed (Code)
Via: (1) Title of activity head, name of activity, location when needed (not numbered if only one)
(2) Pattern of (1) repeated for next endorser

1
2 Subj: NORMAL WORD ORDER, ALL LETTERS CAPITALIZED

1
2 _Ref: (a) Earlier communication that bears directly on subject at hand_

1
2 _Encl: (1) Material enclosed with letter identified in same way as reference, single enclosure numbered_
(2) Notation added for material sent separately (sep cover)

1
2 1. This example shows all the elements that might appear on the original of a one-page standard letter.

2. If you omit the date when you type the letter, start the From block on the fourth line below the code/serial to allow for an oversized date stamp.

1
2
3
4

*NAME OF SIGNER
*_By direction_

1
2 _Copy to:_
Short title of information addressee (see SNDL)
Short title of second information addressee

ITALICS: OPTIONAL ITEMS
ASTERISKS: ITEMS YOU MAY STAMP
UNDERLINED NUMBERS: TYPEWRITER LINES

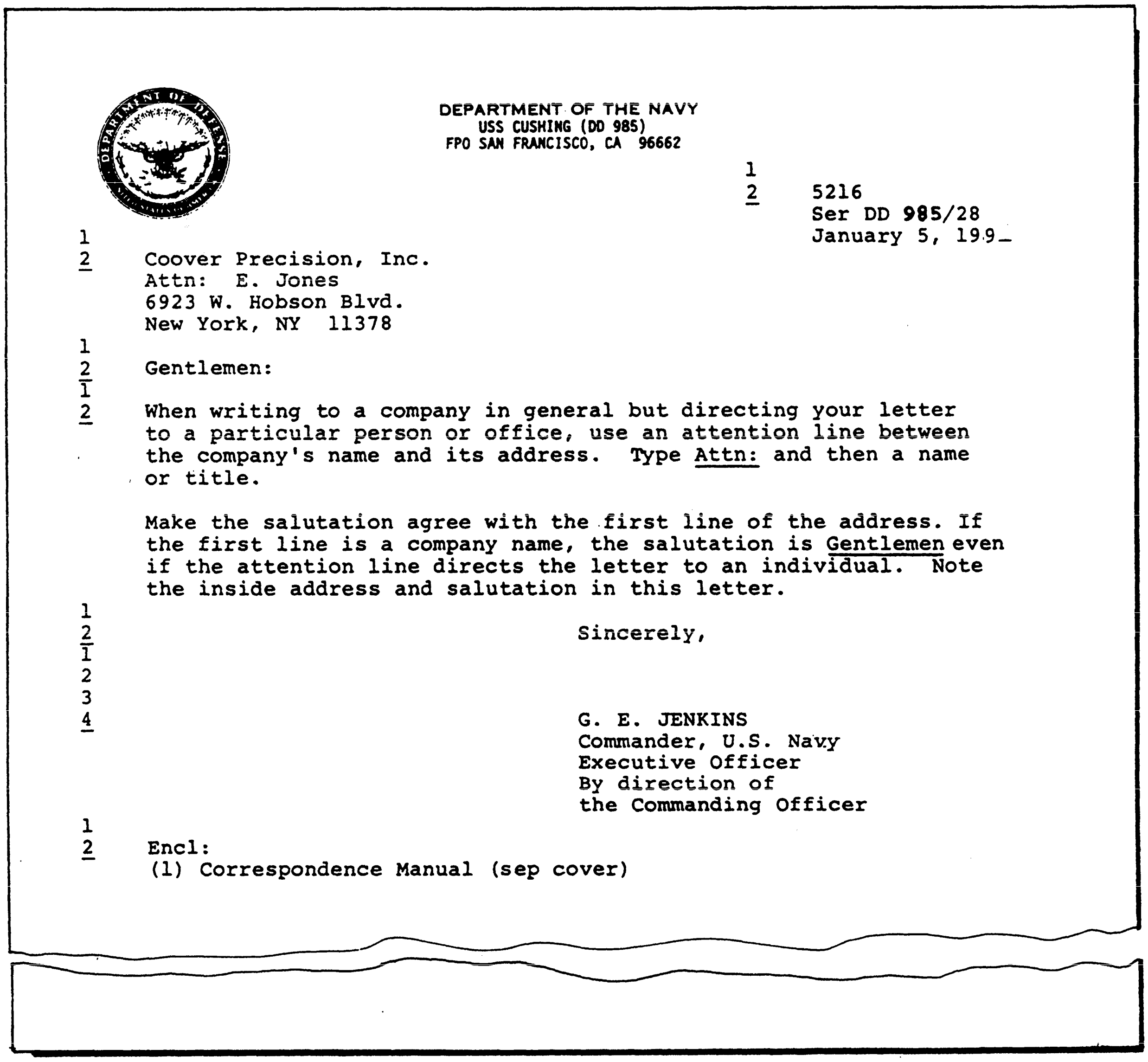
Figure 16-2.—Standard naval letter.

- Preparing command welcome information
- Writing the command history
- Writing the command presentation
- Writing command/flag officer biographies
- Escorting members of the media
- Conducting tours
- Maintaining and inventorying public affairs office equipment

Do not let this list intimidate you. When you combine the knowledge you have gained from reading this TRAMAN with plenty of hands-on experience and office training, you will be successful in your public affairs office endeavors.

THE NAVAL LETTER

LEARNING OBJECTIVE: Identify the components of a standard naval letter.



DEPARTMENT OF THE NAVY
USS CUSHING (DD 985)
FPO SAN FRANCISCO, CA 96662

1
2 5216
Ser DD 985/28
January 5, 199_

1
2 Coover Precision, Inc.
Attn: E. Jones
6923 W. Hobson Blvd.
New York, NY 11378

1
2 Gentlemen:

1
2 When writing to a company in general but directing your letter to a particular person or office, use an attention line between the company's name and its address. Type Attn: and then a name or title.

Make the salutation agree with the first line of the address. If the first line is a company name, the salutation is Gentlemen even if the attention line directs the letter to an individual. Note the inside address and salutation in this letter.

1
2 Sincerely,
1
2
3
4 G. E. JENKINS
Commander, U.S. Navy
Executive Officer
By direction of
the Commanding Officer

1
2 Encl:
(1) Correspondence Manual (sep cover)

Figure 16-3.—Business letter.

One of the most important tasks you will perform in the public affairs office is drafting the naval letter. Whether responding to “fan mail” (a request for a welcome aboard booklet, photographs, etc.) or a media query, your letters must be letter-perfect and grammatically correct.

STANDARD NAVAL LETTER

The format of a standard naval letter is shown in figure 16-2. As you can see, it does not contain a salutation or complimentary close, because it is used to communicate with other naval commands and agencies within the DoD. All margins and space between headings and paragraphs are standardized. Punctuation is used as sparingly as possible.

The body of a naval letter contains the substance or essential facts of the communication in simple, concise, impersonal and tactful language with no repetition. Each paragraph should express one complete thought in logical sequence. If tables, diagrams or sketches are needed to add clarity to the letter, you may include them as separate enclosures. When you draft a letter in reply to another letter, make sure you answer all questions—whether expressed or implied by the writer.

Use tact when you draft a letter for the superior of the person who will sign it (for example, a letter from your CO to the admiral). In this satiation, the skipper will invite attention to a special matter; he will not direct attention to it.

BUSINESS LETTER

The business letter (fig. 16-3) is used to correspond with agencies or individuals outside the DON or DoD who are unfamiliar with the standard naval letter. It may be used for correspondence between individuals within the Navy when the occasion calls for a personal approach.

Whether you are preparing a standard naval letter or a business letter, always double-space the rough draft to allow for corrections and other notations.

More detailed information on naval letters and other types of correspondence may be found in the Yeoman 3 TRAMAN and in the *Navy* ***Correspondence*** *Manual,* SECNAVINST 5216.5 series.

ADMINISTRATIVE AREAS

LEARNING OBJECTIVE: Identify the main administrative areas in a public affairs office.

Now that you know the basic formats of the two most common naval letters, we will take a look at the main administrative areas of a public affairs office.

FILES

The success of any file system can be measured by your ability to file material correctly so that anyone in the office can locate it promptly. Further, your files must be kept current and not allowed to age in the in-basket on your desk.

The amount and variety of files maintained in your office depend largely on the mission of the command and the tasks handled by your office. Since information is often needed without warning and without delay, an incomplete file or one without a logical filing order may be as useless as none at all. Your filing system must be uniform and every member of the public affairs office staff should be aquainted with it.

You should maintain the following types of files in both small and large public affairs offices:

- Command file
- Media relations file
- Community relations file
- Project file
- Speech file
- Future file
- Matters pending file
- Correspondence and memos file
- Alibi file
- Clip file
- Photographic file
- News release file
- Fleet Home Town News Program file

Command File

The command file contains reference material concerning the command, including the command history and statistics; biographies of the CO, XO, C/MC and other senior people of the command; and records of change of command ceremonies. These materials are used primarily for inclusion in welcome aboard booklets and media information kits. Additionally, you should devote a separate portion of the command file to any appropriate historical documents, such as previous command awards or old newspaper clippings.

Media Relations File

The media relations file contains a listing of all media in the local area, including the names, addresses and telephone/facsimile numbers of military beat reporters and news directors. It also includes information regarding deadlines, broadcast times and special requirements for copy and photographs. Some commands subdivide their media listing to reflect local commercial media and local military media.

Community Relations File

The community relations file exists to help PAOs plan effective community relations programs. It contains the names, addresses and telephone numbers of civic leaders and community groups with which the command maintains contact. The community relations file also should contain a study of the community and pertinent facts.

Project File

The project file contains past, present and future public affairs projects involving the command. It concerns such special events as general public visitations, military parades and ceremonies, holiday observances and dependents’ cruises. This file also contains the planning information (letters, memos, and miscellaneous notes) that pertains to each project. You can use information in this file as reference material when a similar event is scheduled at a later date.

Speech File

The speech file contains copies of all prepared speeches and other presentations delivered by members of the command in connection with the speakers bureau. It also contains background material for future speeches, such as the *Navy Fact File* (NAVSO P-3002) and *Navy Talking Points,* a collection of authoritative information on important Navy issues.

Future File

The future file contains a current listing of all events that have been scheduled or planned for the future, such as a general public visitation, change of command or VIP visit.

Matters Pending File

The matters pending file contains notes and reminders on pending ideas that maybe useful for news releases, feature stories, news pegs for special events and other public affairs activities. This file also contains reminders on matters to be discussed at staff meetings, conferences and consultations with the CO or XO.

Correspondence and Memos File

In many commands, all official correspondence is filed centrally in the administration office. However, some commands operate a decentralized filing system with each department or office taking responsibility for correspondence under its cognizance. Regardless of where your public affairs correspondence is filed, you should become familiar with the filing system. If you need a letter or a memo from five months ago, you should know where to find it — the actual location of the files is inconsequential.

Keep two copies of all outgoing correspondence originated by your office and signed by the PAO — file one in the master outgoing correspondence file and the other in the related subject or project file. If the correspondence originates at your office, but is signed by the CO or another officer “by direction,” maintain one copy in the appropriate file.

Incoming correspondence that directly affects a current or future project should be filed in the public affairs office. Make a copy of all incoming correspondence dealing with public affairs. If your files are complete, you will encounter fewer problems later on.

In addition to filing correspondence properly, keep in mind that correspondence routing and control also are very important. Incoming correspondence and other paperwork first goes to the PAO, who then routes it to the appropriate staff member. If correspondence is routed to you for action, make sure you follow through on it without being reminded. If it is routed to you for information purposes only, keep it moving. Do not let correspondence gather dust in your incoming basket!

If you pickup incoming correspondence from the administration office or the mail room, attach a routing slip to each individual letter/memo and place it in the PAO’s or senior journalist’s incoming basket as soon as possible.

Alibi File

The alibi file contains copies of news advisories released to the news media. A news advisory is a shortened form of a news release intended to get the news media to cover an event themselves. This file also contains query sheets that document the oral release of information. News media queries are covered later in this chapter.

If the PAO is questioned about a news advisory or a query sheet, he can use the alibi file to justify the action taken.

Although a separate file, the news release file (covered later in this section) is another type of alibi file.

Clip File

The clip file contains clippings of stories that have been released and have appeared in print. Normally, the public affairs office has subscriptions to all local printed media to which material is frequently released. One of your first tasks each morning might be to screen and clip the daily papers for articles about your command or the Navy. PAOs and senior journalists use these clips to evaluate the effectiveness of public affairs programs and to plan new ones. In addition, they can determine easily how many news releases are being used in a week, month or year.

Make sure each clip is cut from the source as straight as possible, and center mount it on an 8 1/2-by 1l-inch sheet of plain bond paper using a paper adhesive, preferably rubber cement. Stapling or taping the clip to the backing sheet will not give you a professional product.

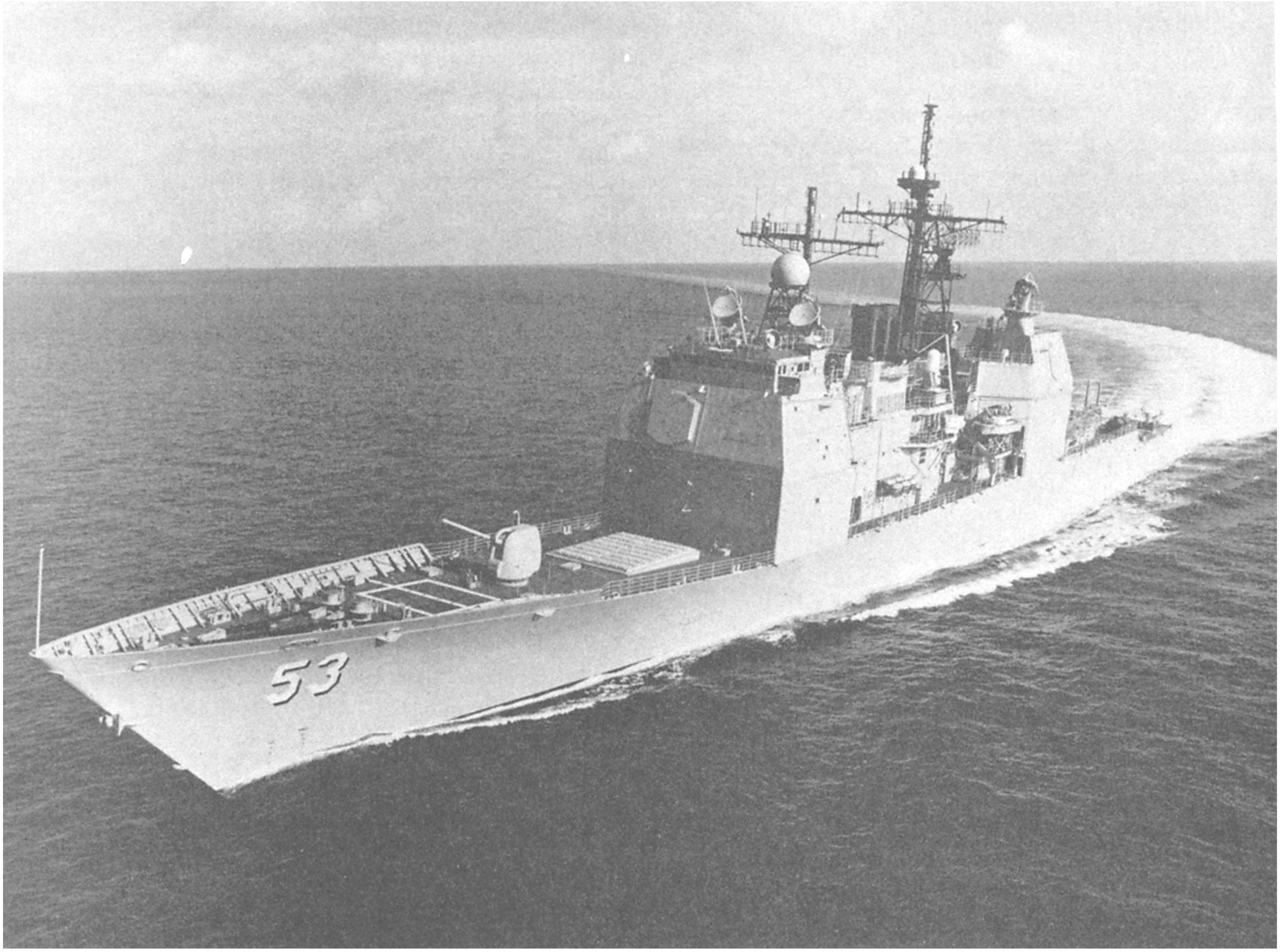


Figure 16-4.—Three-quarter aerial bow photograph of USS *Mobile Bay (*CG 53) underway.

In either the upper left or upper right-hand corner of the clip sheet, type the following information: (1) name of the publication, (2) date of the publication and (3) the page number in which the clip appeared. Make a notation if the clip extended over more than one page.

Photographic File

Good photographs are always in demand. If you are attached to a ship, you should stock 8- by 10-inch photographs of the ship underway, such as the three-quarter aerial bow photograph shown in figure 16-4. At a shore command, you should have 8-by 10-inch photographs of several points of interest.

Aircraft squadron PAOs usually have on hand photographs of its planes in flight (fig. 16-5) along with general scenes of squadron structures, such as hangars and other points of interest.

In addition to photographs of hardware, you should carry photographs to accompany the biographies in the command file. Usually 4- by 5-inch black-and-white head and shoulders shots will satisfy the needs of most news media. However, you will need 8- by 10-inch black-and-white and color photographs for magazines and media kits.

Make sure the photographs are current. If your CO advances from commander to captain, you must have several copies of the new photograph on file.

Every public affairs office accumulates several miscellaneous photographs. If you think the photographs can be used at some point in the future, create

Figure 16-5.—Aerial photograph of an EA-6B Prowler over the Olympic Mountains.

files for them. When you file photographs, file them under general subject headings, such as "Carrier Operations," "Sports" and "Sea Evolutions."

You cannot maintain a good photographic file without the support of your command imaging facility. Make sure you build a good working relationship with the photographer's mates or their civilian counterparts.

News Release File

Your news release file should contain the original news releases distributed to the media. As you learned in Chapter 7, a release number is normally assigned to all outgoing stories — for example, the first release of 1995 would be 1-95, the second would be 2-95, and so forth. Start a new news release file at the beginning of each year and file the most current release on top.

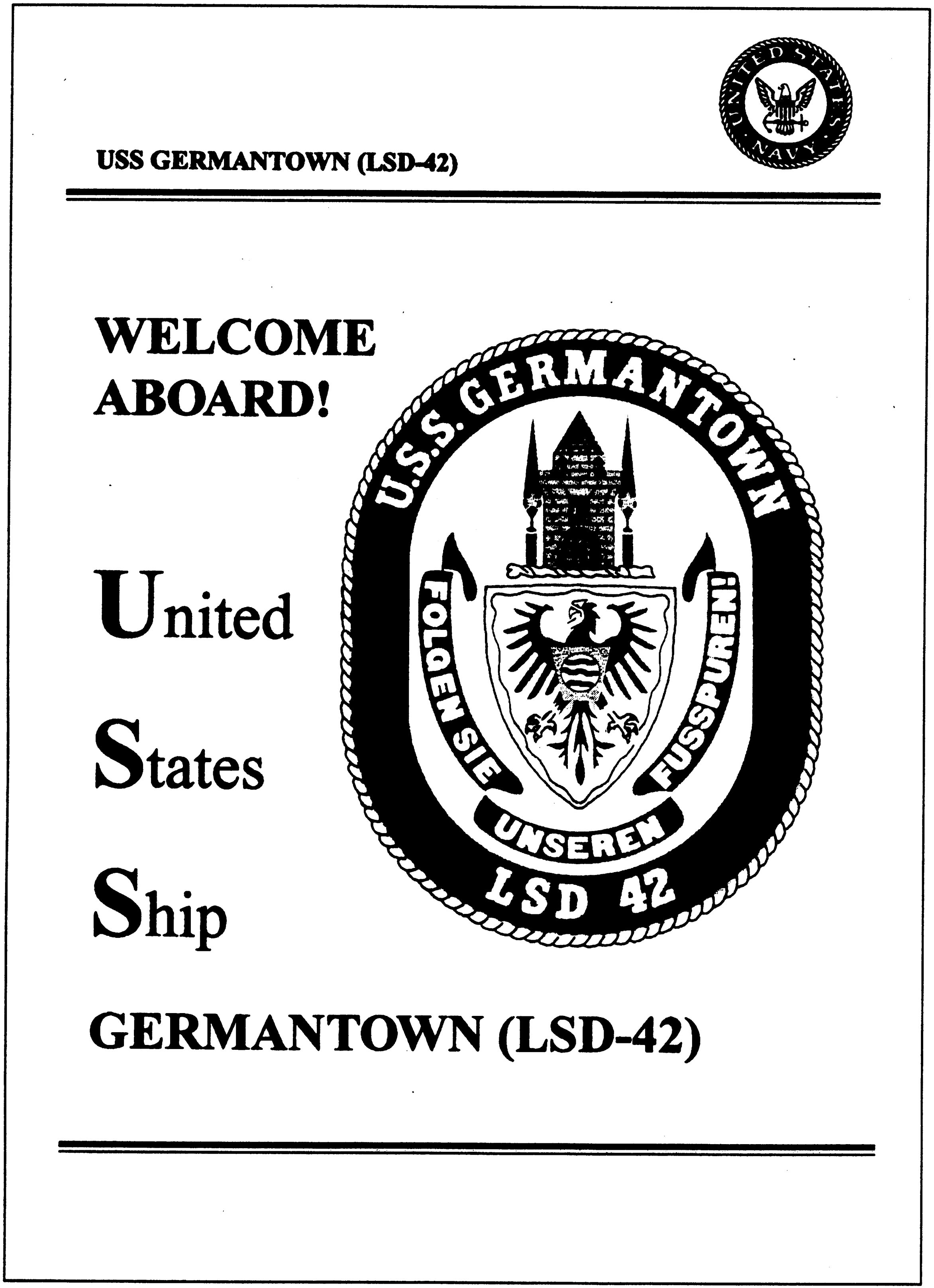
Fleet Home Town News Program File

You should maintain a 90-day log book or index file of each release form mailed to the Fleet Home Town News Center (FHTNC). In addition, we recommend that you copy and file every release form that is part of a hold file. The Fleet HomeTown News Program and the FHTNC will be covered in Chapter 17.

Filing Tips

To help maintain your files properly, consider practicing the following tips:

- Label your file drawers neatly so its contents can be identified quickly.
- Give your files room to breath. Do not cram news releases, photographs, and so on, into files and risk irreparable damage.
- File material in the proper folders.
- File papers facing forward in chronological order, with the latest date on top.
- Use standard file fasteners, rather than staples, to bind papers.
- File papers so the edges do not protrude beyond the edge of the folder.



USS GERMANTOWN (LSD-42)

WELCOME ABOARD!

United

States

Ship

GERMANTOWN (LSD-42)

UNITED STATES NAVY
U.S.S. GERMANTOWN
FOLGEN SIE
UNSEREN
FUSSPUREN!
LSD 42

Figure 16-6.—Welcome aboard booklet.

COMMAND WELCOME INFORMATION

Your command welcome information is normally in the form of a welcome aboard booklet (fig. 16-6). The booklet familiarizes visitors and guests with your ship or station and usually contains the following items:

- A photograph of the ship (for shore stations, a photograph of the main gate or other familiar point of interest)
- A welcome letter from the CO
- A mission statement
- A brief history of the command
- A list of unclassified statistics and facts

The format of a welcome aboard booklet varies from a single-sheet trifold to an eight-page layout. Most editors of welcome aboard booklets use 60-pound cover stock for the front and back covers and either a four-or eight-page layout (saddle-stitched). Your particular design will be determined by the available funding and the amount of information you have.

If your ship is scheduled to deploy, you may have your welcome aboard booklet translated into several different languages. For further information, write to the Commanding Officer, Naval Technical Intelligence Center (NTIC DS32), 4600 Silver Hill Road, Washington, DC 20389.

COMMAND PRESENTATION

The command presentation often makes the first and most lasting impression on your visitors. You can deliver it in a command conference room or at a civilian auditorium or banquet room during a community speaking engagement.

Most command presentations are narrated live from a script and accompanied by either overhead transparencies or 35mm slides. Some are recorded on videotape and have the same characteristics as a video feature story. The latter is the most polished of the three presentation methods, but it is not always the most prudent choice. Updating a command presentation on videotape takes time and it may not be suitable for viewing by large audiences. Transparencies and slides are relatively easy to work with and make a very flexible command presentation.

Planning

Before you begin work on a command presentation, ask yourself the following questions:

1. What is the objective of the presentation? (Increase community awareness about the command? Tell how the command contributes to national defense? Familiarize newly reporting personnel?)

2. What is the target audience? (VIPs? Active-duty military members? Local residents?)

3. What format should I use?

4. What resources are available?

Answering these questions in advance will let you determine how technical you can get, what to emphasize and how to arrange the information.

Organizing

A typical command presentation begins with a description of the unit, its overall mission and brief history. It then progresses quickly to the present tense and describes what the unit does and how it does it (in detail). The way your command is organized provides a logical outline for the order of your command presentation. Start at the top and work down, illustrating your script with visuals. Try to avoid too many images of static objects. People actually doing their jobs will stimulate interest and tell the story most effectively.

Scripting

When you formulate your command presentation, write the words to the script first, then locate or create the images to support it. Keep the narration short — between three and 10 seconds for each visual.

The script for a command presentation is similar in appearance to the video news release shown in Chapter 14, save the administrative information, four-unit heading, release line, and so forth. Use the left column to identify the visuals and the right column for the narration.

Some other points for you to consider regarding command presentations are as follows:

- Keep charts and graphs simple.
- Limit the number of "word" transparencies/ slides.
- Keep the format and color of title and "word" slides consistent.
- Make sure the type in "word" slides is large enough to be read easily.
- Keep the sentences in the script short and use the active voice.
- Avoid mixing vertical and horizontal slides in the same command presentation.
- Avoid using Navy acronyms.

- Make sure your presentation is between 15 or 20 minutes in length. The longer the presentation, the more you risk losing your audience.

Further information on staging a presentation can be found in Chapter 6 of the *JO 1 & C TRAMAN*.

COMMAND HISTORIES

Command histories provide the **only** overall account of the activities and achievements of U.S. Navy commands. Housed at the Naval Historical Center in Washington, D.C., command histories serve as the eventual basis for published naval histories.

All command histories are indexed and accessible to authorized users (within security limitations). They are used by staff officers who need information on the recent past, as well as by official study groups, authorities responsible for verifying unit combat and overseas awards and service, and often the command itself when a need arises for background information. Furthermore, numerous queries from other government officials, Congress, former naval members and the public at large are answered using command histories.

Normally the PAO is tasked by the CO or XO to write a complete annual history of the command. However, this assignment may someday be your responsibility, especially if you work for a collateral-duty PAO.

The typical command history is not intended to be a work of literary art, but you must write it in clear and concise English with a minimal amount of technical jargon and acronyms. It should contain a basic historical narrative written in chronological order or broken down by department or subject. It also should include significant statistical data that should be part of the Navy's permanent records, such as ammunition expenditure, number of underway replenishments, ships and aircraft overhauled and repaired, and other facts important to fulfill the mission.

Follow the narrative with a brief discussion of any special topics that merit further coverage, such as major events, developments and operations; changes in missions and functions since the submission of the last command history; and changes (if any) in home port, group, squadron or headquarters. Include any appropriate supporting documents, such as change of command booklets, "personal-for" messages and biographies.

Some references you can use to compile the command history include deck and engineering logs and the ship's diary. You also may ask each department head to submit a monthly input (if not already ordered by the CO or XO). Another method is for you to maintain an annual file and put notices, memos and ideas in it. Use whatever method works for you, but make sure you gather the material you need well in advance to meet the submission deadline. With few exceptions, the Naval Historical Center must receive all command histories by March 1 of the following year.

For more detailed information, refer to *Command Histories,* OPNAVINST 5750.12 series.

COMMAND AND FLAG OFFICER BIOGRAPHIES

Biographies of command and flag officers (and C/MCs) are an important part of your public affairs office files. You will use them in media kits, welcome aboard booklets, external releases and other media-related products

The standard biography has l-inch margins with either blocked or indented paragraphs. There are two spaces between paragraphs.

The first paragraph of a biography mentions where the subject is from and lists educational achievements beyond high school (do not include the birth date). Also mention when officers received commissions and from what source. For an enlisted person, mention when he joined the service and where he attended basic training.

Subsequent paragraphs usually outline (in chronological order) the person's career, listing significant jobs, accomplishments and educational achievements. Devote separate paragraphs to the person's current assignment and his medals and awards.

The last paragraph should indicate the subject's marital status, spouse's name (including maiden name, if applicable) and place of birth. Names of children are included, and — if there is enough space — where they are attending college and serving in the military.

Some additional points to remember when you write biographies are as follows:

- Keep the civilian reader in mind. For example, Commander, Operational Test and Evaluation Force, Atlantic (COMOPTEVFORLANT) may be the correct way to phrase a military title, but it is much easier to understand if you write it like this: "Rear Adm. Clauster is the commander of the Operational Test and Evaluation Force, Atlantic."
- Pay special attention to capitalization. If you are not saying "Commanding Officer Lemming," then commanding officer is not capitalized. The same rule applies to any other billet titles listed throughout the biography, such as executive officer, training officer and company

commander. The rule of thumb for you to follow is this: if the title directly precedes the person's name, you capitalize it. However, if the title stands alone or follows the person's name, you use lowercase. Warfare specialties also are lowercase, as in this example: "He was designated a naval aviator in 1973 . ..."

- Lowercase educational degrees. It is a "master's degree in aeronautical engineering." Also, one receives a degree from or earns a degree at a university.
- Lowercase ranks unless you attach a name to them. One is "commissioned an ensign."
- Use the person's present rank when you refer to him throughout the biography.
- Omit street addresses.
- Keep your biographies to one page. If you can reproduce a photograph of the subject on the biography sheet, place it in the top left or right corner of the page and wrap the text around it.
- Note the month and year of the biography in the lower right-hand corner of the page. By doing this, you can distinguish the latest version of the biography from previous ones.

The biography ultimately belongs to the person about whom it is written. He may have personal reasons for including or excluding certain personal information, so be accommodating. However, you should advise the subject of the style of the biography in a tactful manner.

A sample flag officer biography is shown in figure 16-7.

ADMIRAL RODENTIA M. "RODDY" NUTRIA IV
UNITED STATES NAVY
COMMANDER NAVAL SUBMARINE FORCES
LAKE PONTCHARTRAIN

Admiral Rodentia M. "Roddy" Nutria IV, a native of Natchitoches, La., earned his master of science degree in marine electrical engineering at New Iberia University before entering the Navy in 1962 through the NROTC (Naval Reserve Officers Training Corps) program. His first assignment was to the destroyer USS *PRUDHOMME* (DD 949), where he served as electrical officer. Admiral Nutria attended submarine school at New London, Conn., in 1965 and graduated with honors.

He was assigned to USS *JACK CREVALLE* (SSN 440) as "A" division officer and assistant navigator. He returned to submarine school for nuclear training in December 1968 and then served one year at the school as an instructor in the mathematics department. Subsequent tours included USS *HAGFISH* (SSN 441), USS *PLECTOGNATH* (SSBN 111) and USS *CEPHALOPOD* (SSN 443), where he served as executive officer.

From January 1979 to August 1981, he served as the commanding officer of the U.S. Naval Submarine Research Center, Hialeah Gardens, Fla. Following tours included commanding officer, USS *CRAWFISH* (SSN 444); budget officer on the staff of Commander, Submarine Force, U.S. Gulf of Mexico Fleet; and aide to the commander of the Operational Test and Evaluation Force.

Admiral Nutria next commanded Submarine Squadron Nine until reporting as a division director in the Bureau of Naval Personnel in 1989. He was selected for promotion to flag rank in May 1990 and assumed his current duty at that time.

As commander of Naval Submarine Forces, Lake Pontchartrain, Admiral Nutria controls the operations of 59 submarines in the defense of Louisiana's southeastern lake front.

Admiral Nutria's awards and decorations include the Defense Distinguished Service Medal, the Navy Distinguished Service Medal (three awards), Legion of Merit (four awards), Meritorious Service Medal, Navy Commendation Medal with Combat "V" and the Navy Achievement Medal (four awards).

He is married to the former Lulubelle Bogalusa of Marrero, La. They have three children: Lupé, a medical student attending Pacific Western University; Dominica, a Coast Guard lieutenant; and Edwardo, a professional bodysurfer.

8/94

Figure 16-7.—Flag officer biography.

THE MEDIA

LEARNING OBJECTIVE: Identify and analyze the various types of media and recognize the media relations responsibilities of the public affairs office staff.

The Navy is a definite source of news. Some of this news will be good and some bad. Good or bad the rules established for good media relations dictate that all Navy news be treated objectively.

Media will publish or broadcast, and the public will learn about newsworthy events and other information concerning the Navy, whether or not the Navy cooperates. Furthermore, media will decide the interests and newsworthiness of Navy news — not the naval commander or the PAO.

MEDIA TYPES

Before we examine the elements that help create good media relations, it is beneficial for you to examine and understand all available media. In doing so, you must determine the requirements of each medium and then fulfill these requirements, using the guidelines mentioned later in this section.

At a minimum, your public affairs office should serve the following media and be familiar with their requirements:

- Newspaper
- Radio
- Television
- News services
- Syndicates
- Magazines
- News magazines
- Consumer magazines
- Internal or promotional publications
- Books

Newspaper

The newspaper is the oldest medium of mass communication and it remains the backbone of public information. While the number of newspapers published in America has declined with the ascendancy of television, total circulation is increasing.

There are differences between the metropolitan daily, the suburban or neighborhood daily and the weekly newspaper. Whereas, a metropolitan daily focuses on international, national and top-level local news and features, a suburban daily (or weekly) may limit itself to local and regional news with only brief summaries of national and international news. Suburban newspapers have grown in popularity recently, because of their comprehensive coverage of local news.

Radio

Radio became a medium of mass communication in the 1930s. Its advantages are immediacy, variety, mobility and aural appeal. Because of the recent resurrection of the AM news/talk format, the radio listening audience may include nearly every individual in the country.

Radio is conversational, informal, intimate and timely. It has an almost instantaneous reaction time to fast-breaking news, but it is limited to headlines and high points.

Television

Television is the newest and most potent of mass communications media. It combines the impact of sight and sound with the immediacy of radio. Communication satellites and roving news teams can relay live telecasts from almost anywhere in the world or even outer space.

Television news programs are network (60 Minutes, 20/20, etc.) or local in origin. Most local stations do live coverage and welcome the opportunity to consider videotapes of significant military news or feature events, including sports.

In many areas, television stations are owned by or closely allied with newspapers. Most use both The Associated Press and United Press International news services.

News Services

News services, often called wire services, exist to provide the mass media with coverage they cannot afford to get by any other means.

Currently, there are two predominant wire services in the United States: The Associated Press and the United Press International. You should be aware that there are also several foreign wire services, such as

Reuters (England), Agence France Press (France) and Xin Hua (Peoples Republic of China).

Syndicates

Syndicates are either owned by a large newspaper or chain of papers, or they are the result of cooperative agreements among noncompeting papers. They often provide in-depth stories of what the wire services report as spot news. Examples are as follows: NANA (North American Newspaper Alliance), NEA (Newspaper Enterprises Association), New *York limes, Chicago Tribune, Los Angeles Times* and the Hearst Headline Service.

Magazine

Magazines may be grouped as news, consumer or internal/promotional publications. Magazines have wide circulation, though they are published less frequently than newspapers.

Requests for help on Navy features made by a national magazine must be approved by CHINFO before information is released or support is given.

News Magazines

News magazines *(Time, Newsweek, U.S. News* and *World Report)* are national weekly publications that cover the major news of the week in greater depth than daily newspapers or the electronic media.

Consumer Magazines

Consumer magazines appeal to various special interests of the public. Technology, business, sports, hobbies, theater, gossip and humor are among the major subjects reported. These provide an opportunity to tell a story in greater detail or from a particular point of view. Stories need not be as timely as in a news magazine.

Internal or Promotional Publications

Internal or promotional publications reach the internal and external audiences of companies, agencies, professions or vocations. They are also called trade journals and house organs. *Public Affairs Communicator* is an example of a trade journal.

Books

Many PAOs are asked to assist authors of books dealing with military subjects. More than 30,000 books are published in this country annually. Because of the continuing importance of the Navy and the armed services as a whole to our society, authors of virtually all classes of books (nonfiction, adult, juvenile, general, text and pictorial) rely on the public affairs office for help in gathering material.

A more in-depth study of the media can be found in the *JO 1 & C* TRAMAN.

ESTABLISHING GOOD MEDIA RELATIONS

Four key words should govern your relations with representatives of the mass media. They are as follows: **security, honesty, accuracy** and **promptness.**

Security

Make sure the information you release to the media does not contain security violations. In addition to getting yourself neck-deep in trouble, you may endanger the welfare of your country. You should adopt this slogan: “When in doubt, check it out.”

Honesty

Your good name is your most valuable asset. Justify the media’s belief and trust in the Navy by playing the news game honestly. Never fake a story or serve a selfish interest. Do an honest, straightforward job of reporting the news. Credit your source. Never plagiarize or use copyrighted material without permission.

Accuracy

Every news release or statement released to the media must be 100-percent accurate. Make one blunder and the media will lose confidence in you. Be sure to check and double-check all statements, names, addresses, dates and numbers. Be sure your personal opinions do not interfere with your media relations. Your job is to tell the facts.

Promptness

A good Navy journalist aims for speed without sacrificing accuracy. Reporters want their material quickly, because competition is keen and the public demands fresh news. As long as you can supply this material the way they want it and in time to meet their deadlines, you can expect cooperation.

MEDIA VISITS

Media representatives visiting your ship or station are considered guests of the CO, even when they are covering an assignment. As guests, they are due the utmost courtesy and respect. As working men and women, they rate your frill cooperation and assistance.

If you are assigned to escort a reporter on a tour of the ship or station, plan your route ahead of time. Include as many points of interest as possible within security limits. Be relaxed and natural in your actions. Let the reporter know you know your job, but do not try to talk above your level of expertise. Any experienced reporter can sense a "snow job."

Reporters may be permitted to travel aboard Navy ships and aircraft to cover news events when this travel is in the interest of the DoD or DON. However, travel must not place the Navy in a position of competing with established commercial transportation facilities along the same route. Transportation furnished is not considered to be in competition with commercial facilities when the travel is necessary for news material to be obtained which is related to the ships or aircraft in which the media representative is embarked or to personnel or cargo on board or when correspondents are invited to report on a matter considered of special interest to the Navy.

While aboard, reporters traveling on Navy ships may transmit their stories using shipboard communications facilities. Specific regulations and procedures for the handling of press traffic are found in Chapter 3 of *PA Regs* and the *Navy Communications Manual,* NTP-9.

For more detailed information regarding media visits, consult Chapters 3 and 4 of the *JO 1 & C* TRAMAN.

EXCLUSIVE STORIES

Exclusive stories are in great demand, especially where competition is strong. It is the policy of Navy public affairs not to release regular news stories on an exclusive basis. A Navy release of general interest usually goes to all outlets on your media mailing list simultaneously.

There are some exceptions to this rule. For instance, if you have an idea for a magazine feature story, it must be written or slanted toward a particular market. Since most magazines demand exclusives, the story would naturally be submitted to one magazine outlet.

Another exception is when a commercial writer develops an idea for an exclusive on his own initiative. When a reporter comes to the PAO with an idea for a story, the writer should be given full cooperation. The idea should be kept in confidence and should not be relayed to other media or made the basis of a Navy release.

If another reporter hits on the same idea, the writer should be told that the first person is already working on that angle. Do not reveal who the other writer is, unless the identity is made obvious by circumstances. If the second person wants to continue on the same idea anyway, the reporter should be given the same cooperation as the first person. However, in a case like this, always tell the first reporter what happened.

The same process should be repeated if a third reporter becomes involved. However, when more than three requests are received for the same information, everybody should be informed that the information cannot be provided on an exclusive basis and the information will be disseminated as a general Navy news release.

MEDIA QUERIES

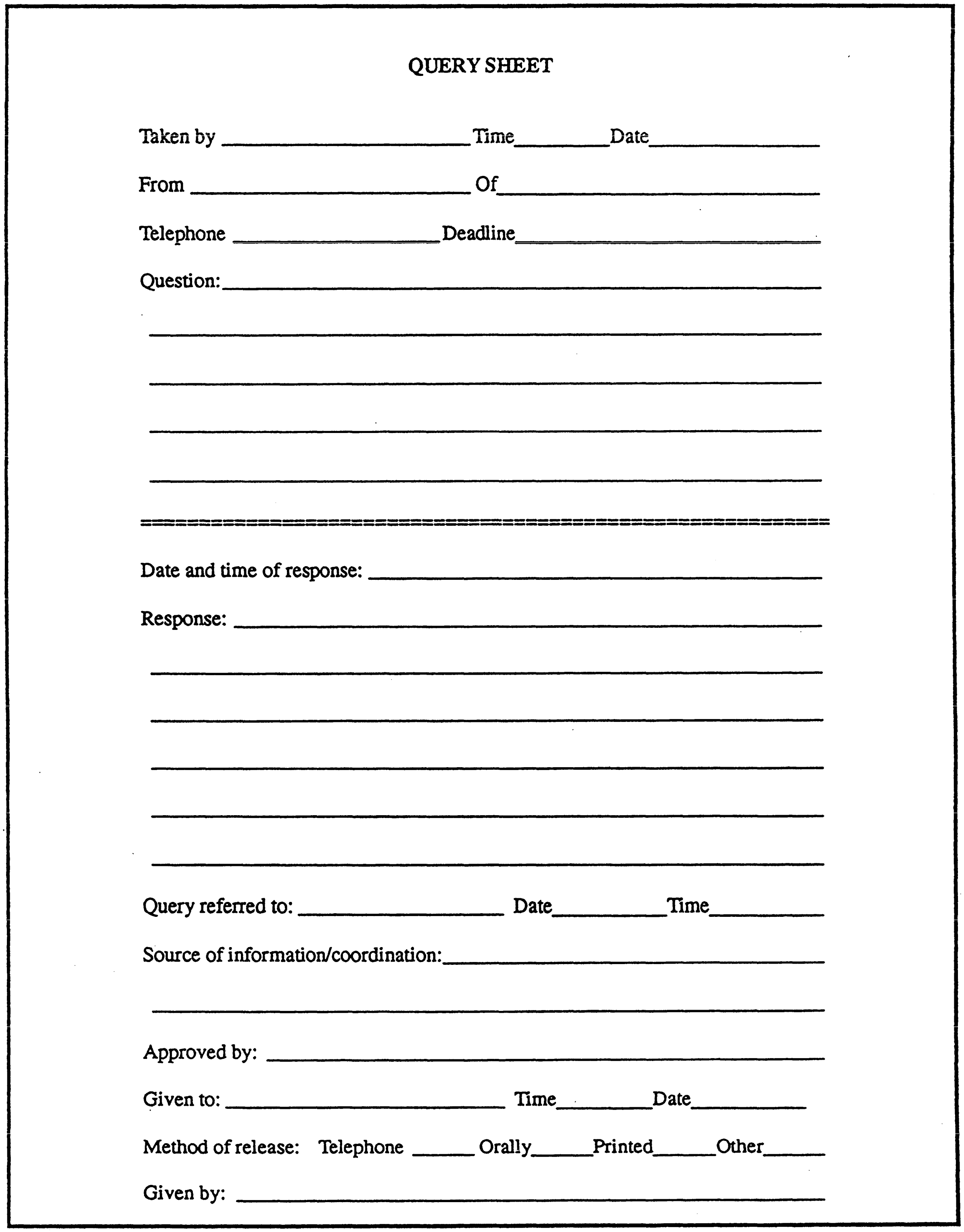
A media query is a request for information by a reporter, usually made by telephone. This indicates that the reporter needs the information **now** — not tomorrow or next week.

As a rule, you should refer all queries to the PAO if they are other than simple, routine questions. The PAO has the authority to release information and is more likely to know the representative calling.

When your boss is not available, you should answer the query provided the requested information is either releasable or within the limits of security. Inmost public affairs offices, a set of ground rules is established to cover situations of this type. The first one is to write down the exact question and the name and organization of the caller. Many PAOs use the query sheet shown in figure 16-8.

If the information is not readily available, explain this to the reporter and promise to call back in 5, 10 or 15 minutes, depending on how long it will take you to get the answer. Never brush a reporter off with a vague promise, such as, "I will see what I can find out." Be courteous — remember you are representing your command and the U.S. Navy.

Once you are off the telephone, start digging up the information. Check the files, consult reference material



QUERY SHEET

Taken by ______________________ Time ________ Date ______________

From ________________________ Of ____________________________

Telephone __________________ Deadline __________________________

Question: ____

____

____

____

____

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Date and time of response: _______________________________________

Response: ____

____

____

____

____

____

Query referred to: ___________________ Date __________ Time __________

Source of information/coordination: ________________________________

____

Approved by: ____

Given to: _________________________ Time _________ Date __________

Method of release: Telephone ______ Orally ______ Printed ______ Other ______

Given by: ____

Figure 16-8.—Query sheet.

or contact officers who may answer the question with authority. If you run over the time limit, return the call and explain the delay. Always keep in mind that the reporter is probably working against a rapidly approaching deadline.

MEDIA INFORMATION KIT

The media information kit is one way to provide visiting reporters with valuable background information on your ship or station A typical media information kit contains the following materials:

- Command history
- Pertinent facts about the population of the command
- Welcome aboard booklet
- Biographies of senior officers
- Photographs
- Any other appropriate information that will supplement the subject on which they intend to write

Media information kits can seine many other useful purposes. For example, you may give them to visiting dignitaries or guest observers on fleet exercises and operations. They are used during command public visitations, commissioning ceremonies and other special occasions. Aboard ship they are forwarded with advance news releases to local editors in ports scheduled to be visited. American officials in foreign countries also need kits for publicity purposes when ships visit them.

Use standard-size double-pocket folders to assemble your media information kits. You can arrange material in several different ways, but we recommend placing the command history, photographs and biographies on the left side, and other amplifying information on the right side.

You should review information kits regularly, because the material in them becomes outdated.

TOURS

LEARNING OBJECTIVE: Identify the purpose of tours and the characteristics and skills required of the one conducting a tour.

An important part of your community relations efforts center around public tours of the command. Regardless of its size, your command will generate a great amount of community interest. Therefore, the public affairs office staff conducts tours so visitors can witness the Navy in action firsthand. Tours also carry great recruiting potential.

In general, Navy commands honor requests for tours throughout the year, with certain days set aside for general public visitation, such as Navy Day and Armed Forces Day. (Note the use of the term *general public visitation.* **Never** use "open house" when referring to public tours of your command because it implies unlimited public access.)

Additionally, you will receive tour requests from a wide variety of groups, including (but not limited to) the Boy and Girl Scouts, NJROTC units, veterans' alumni organizations, junior high/high school classes and other community groups. Sandwiched between these groups are the occasional VIP and celebrity tours.

The availability of your command to provide public tours is driven primarily by the following three factors:

- The security conditions in force
- The personnel available to conduct the tours
- The operational commitments of the command

Now take a look at some of the areas you must become familiar with before you conduct a tour. They are as follows:

- Appearance
- Command knowledge
- Demeanor
- Patience
- Voice projection
- Emergency procedures

APPEARANCE

As you learned in Chapter 1, your appearance must be impeccable. Remember, you represent not only the command but the U.S. Navy. Begin evaluating your appearance by first examining your haircut, and working your way down to the edge dressing on your shoes. Replace old, worn-out ribbons and name tags. Prepare for a tour with the same intensity as if you were preparing for a major command personnel inspection.

COMMAND KNOWLEDGE

You cannot give a good tour if you do not have a wealth of command knowledge. For instance, say you are conducting a tour of your aircraft carrier for a local community group while in port. A member of the group asks you to describe the different types of aircraft that operate from the deck of the carrier. After a long pause, you say, “Well, that information is in your welcome aboard booklet — let me see if I can digit out for you.”

Obviously, this is the response of a lazy tour guide. Your credibility, and that of the command, is at stake during every tour. If you cannot answer simple questions without referring to a “safety net,” your tour group will be disenchanted. Before the tour, you should know the mission and history of the command, its hardware, important statistics, and so on. You can do this by giving yourself a mock tour and asking yourself probable questions the day before. Carry a copy of the welcome aboard booklet and refer to it if you run into any rough areas.

DEMEANOR

It is easy to describe the demeanor you must have when you conduct a tour: **Act like a public affairs professional!** Be enthusiastic during a tour, but do not become asocial gadfly. You are giving a tour to explain the mission and history of your command, not to make lifelong friends or win a popularity contest.

PATIENCE

Another factor that teams with enthusiasm is patience. Patience comes into play when you try to keep a large tour group on the tour route. You cannot treat the group like a herd of cattle; instead, your instructions must be conveyed in an appropriate tone and accentuated with plenty of “pleases” and “thank-yous.”

Patience also is evident when you are asked a “dumb” question. We all know there is no such thing as a dumb question, but on occasion a tour participant will ask you a question you think is absurd. For example, it is not uncommon for a civilian to inquire about your ribbons and medals or your rating insignia. Sure, you and the 3,500 crew members on your ship know that a crossed quill and scroll represents the journalist rating — but that does not mean Mrs. Earwig, a 45-year-old high school science teacher from Billings, Mont., knows what it is. In this instance, briefly explain the Navy’s occupational fields and rating system with tact and compassion. If you experience an onslaught of similar questions during the tour, handle each one in the same manner, but never vent your frustrations in public.

VOICE PROJECTION

A tour guide who cannot be heard is of no use to a tour group. Make sure you project your voice with authority, especially at airports or around noisy equipment in the hangar bays. If there is enough money in your public affairs office budget, purchase a megaphone or some other type of portable voice amplification equipment.

While projecting your voice, you should speak slowly and clearly so as to increase your chances of being understood.

EMERGENCY PROCEDURES

One of your tour participants collapses while you are explaining the functions of the catapults on the flight deck. What happens to the rest of the group while you attend to the ailing person? Who should you call? Where is the nearest telephone?

Answers to these questions are available in the command or public affairs instruction that covers the policies and procedures for public tours. Within this instruction is a section pertaining to emergencies that occur on the tour route. You should become familiar with the entire instruction, but pay particular attention to the section dealing with contingency responses.

If for some reason this instruction is not available at your command, seek the guidance of the senior journalist or the PAO.

You will find more detailed information on tours in Chapter 4 of *PA Regs* and in Chapter 1 of the *JO 1 & C* TRAMAN.

EQUIPMENT MAINTENANCE

LEARNING OBJECTIVE: Identify the procedures for maintaining public affairs office equipment, in terms of performing basic user maintenance and inventory.

As a Navy journalist working in a public affairs office, you will use several pieces of equipment to carry out your mission efficiently. Although today’s “tools of the trade” are state-of-the-art and relatively trouble-free, you must learn the basics of user maintenance to avoid problems at the most inopportune moments.

NOTE: The maintenance procedures in this section are rudimentary in nature and are not intended to replace the more detailed methods contained in owner’s/operator’s manuals. Refer to these manuals for further equipment maintenance information.

BASIC USER MAINTENANCE

In this section you will learn how to maintain the following types of public affairs office gear:

- Typewriter
- Microcomputer
- Overhead transparency projector
- Opaque projector
- Carousel slide projector

Typewriter

Your typewriter may have a rugged exterior, but it is actually a delicate instrument. Treat it as such and give it daily care. A typewriter in first-class condition is easier to operate and turns out clean, crisp-looking correspondence.

Keep your typewriter covered when you are not using it. Clean it by wiping the outside with a soft, dry cloth.

Occasionally you should give your typewriter a thorough cleaning. The frequency of these cleanings depends on how often you use the typewriter and the amount of dust in your office atmosphere. In general, we recommend that you perform the following procedures once a month:

- Remove the platen or cylinder and wipe it with a cloth moistened with a small amount of denatured alcohol or cleaning fluid Do not wipe off the alcohol; allow it to evaporate.
- Remove the daisy wheel and inspect it for damage and dirt accumulation. If necessary, clean it with a short bristled brush. Using the points of the bristles, tap the daisywheel lightly to loosen the dirt; then brush it off lightly.
- Remove the casing and clean the interior of the typewriter with a long-handled brush or a soft cloth. Brush toward the front of the machine.

Microcomputer

Although microcomputer systems are small and generally unobtrusive in the workplace, they require a good deal of operator maintenance. Dirt accumulates on diskettes, disk drives, printers, display screens and keyboards. Static electricity also can be a major problem, especially in areas where humidity is low.

Keep your microcomputer as clean as possible. One way for you to do this is by using dust covers. This, of course, only protects the system when it is not in use. You will still need to clean the following components on a regular basis:

- Floppy disk drive heads
- Keyboard
- Display screen
- Printer

FLOPPY DISK DRIVE HEADS.— Clean the floppy disk drive heads with a head cleaning diskette. The instructions that come with the head cleaning kit may direct you to put fluid on the cleaning diskette; then insert the cleaning diskette in the drive and activate (lower) the heads for a few seconds. This helps reduce service calls, and you are less likely to lose data. How often you will need to do this depends on how often you use the microcomputer and whether the area is very dusty.

Some floppy disk drive manufacturers recommend cleaning the heads no more than twice a year. However, we recommend that you clean the heads after 40 to 50 hours of actual use.

KEYBOARD.— To clean keyboards, you can use specially angled swabs with cleaning solution or a portable vacuum cleaner (fig. 16-9) that has special attachments to reach between keys. Vacuums of this type usually have dual-filter systems to keep from blowing dust and dirt back into the room. Ultra soft thin bristle brushes also are available for cleaning keyboards.

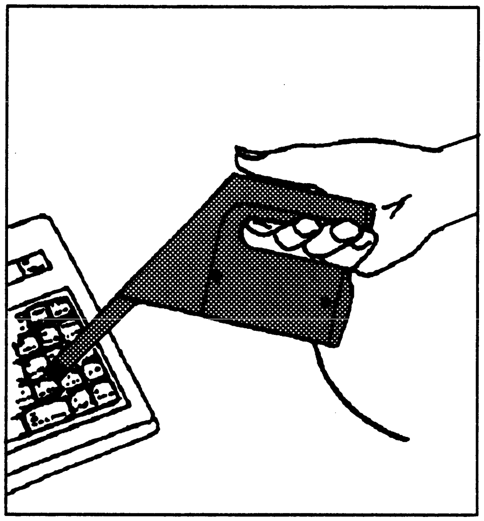

Figure 16-9.—Portable vacuum cleaner.

It is not a good idea for you to use low-pressure air or tamed air (a nontoxic gas under pressure) to clean the keyboard. If you use this method, you may blow dust and dirt into cracks, crevices and electrical components, which may result in future problems.

DISPLAY SCREEN.— The display screen needs routine cleaning as well. A dirty screen can be hard to read and may contribute to headaches and fatigue. Dust buildup on the screen can cause static electricity that may result in lost data. You may use a liquid video spray cleaner, but **do not** spray it directly on the screen. Spray it on a lint-free nonabrasive cloth before you contact the screen.

NOTE: Many commercial cleaning solvents contain alcohol and other flammable agents. If your display screen is on (energized) when it is cleaned with one of these flammable fluids, combustion can occur. An energized display screen can discharge quite a bit of static electricity — a sufficient amount to ignite alcohol. Therefore, if you intend to clean your screen, turn the monitor **off** first.

You also may clean the screen with wet/dry towelettes. These are convenient to use because the cleaning solution is normally premeasured and they come in individual packets. To reduce static electricity, you can use special antistatic sprays or antistatic pads or mats. Some cleaning solutions include antistatic chemicals.

An antistatic filter for the display screen is another way to reduce static buildup. Antistatic dust covers also may help when the system is not in use.

PRINTER.— A printer creates its own dust from being inconstant contact with paper. To clean the printer, use a vacuum similar to the one shown in figure 16-9. Cleaning solutions and specially shaped brushes are available for cleaning platens. For cleaning the print heads, you can feed a specially designed print sheet cleaner through the printer just like you feed continuous form paper.

Overhead Transparency Projector

The overhead transparency projector (fig. 16-10) must be kept as clean as possible for obvious reasons — dirt, dust, hair and other foreign objects that attach themselves to the outside lenses or optical stage will be distracting to the viewer and result in an unprofessional presentation.

Clean the outside lenses and optical stage with an approved lens cleaner or a mild detergent solution and a clean, soft, lint-free cotton cloth. Do not use paper cloths because they may scratch these surfaces. Rinse and dry all optical surfaces after cleaning them. Permanent damage can result if they are not rinsed and dried thoroughly. Any accumulated surface dirt on the mirrors should be removed with a camel hairbrush only.

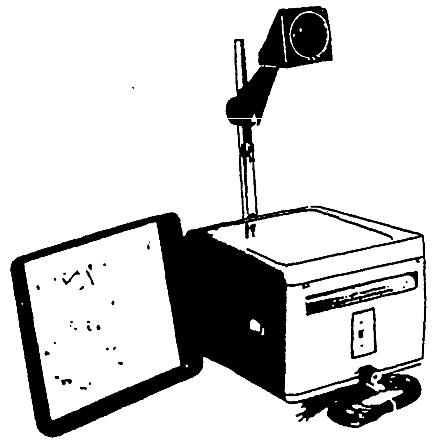

Figure 16-10.—Overhead transparency projector.

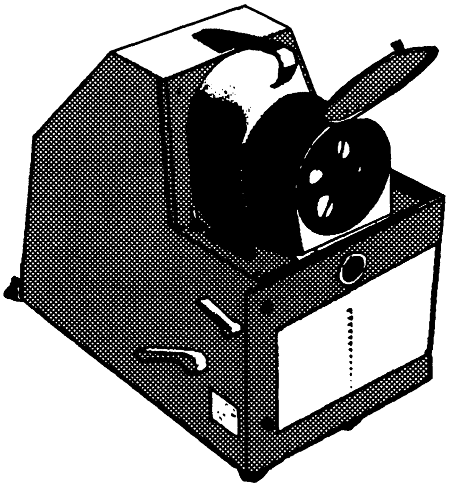

Figure 16-11.—Opaque projector.

Opaque Projector

Simple care and occasional cleaning keeps the opaque projector (fig. 16-11) in good working order. Clean its optical elements (projection lens, parabolic reflector, secondary mirrors, front surface mirrors and projection lamp) by wiping them with a lint-free rag, damp chamois or lens tissue.

The front surface mirrors are the most important optical elements of the opaque projector. When you compare an ordinary mirror to a front surface mirror, you will see that the reflective coating of the front surface mirror is fully exposed, hence its name. The coating of a regular mirror is located at the rear of the glass. Consequently, the front surface mirrors of an opaque projector are extremely delicate. Do not get your fingerprints or other marks on it. If the mirrors are not soiled, then any dust accumulation can be removed with a soft camel hair brush. If they are badly soiled, wipe them very gently with a lint-free cloth or lens tissue. (Use extreme caution when you use the cloth or tissue — they can scratch the surface of the mirror.)

Carousel Slide Projector

The cleaning procedures for the Carousel slide projector (fig. 16-12) are essentially similar to those used for the opaque projector. The Carousel uses a standard mirror, so you should remove surface dirt with a camel hairbrush.

EQUIPMENT INVENTORY

You should maintain an inventory of all your public affairs equipment. The inventory should include the following information:

- Name of equipment (including model numbers)
- Serial number
- U.S. Navy minor property number (if applicable)
- Date of purchase or receipt
- Estimated value
- Warranty/service information

Your inventory also should list the dates you performed your maintenance. By doing this, you will take the guesswork out of scheduling maintenance, and in turn, your gear will give you years of trouble-free service.

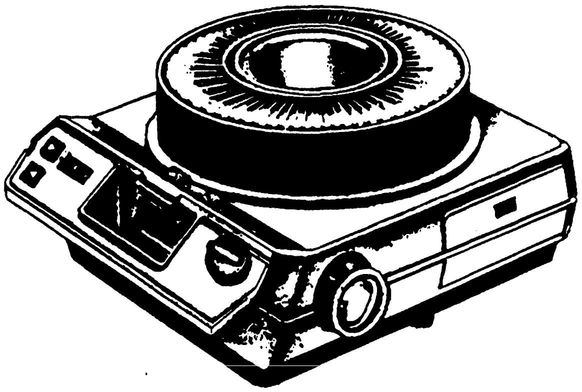

Figure 16-12.—Carousel slide projector.